



CHAIRMAN OF THE JOINT CHIEFS OF STAFF INSTRUCTION

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CJCSI 5711.01C
10 Sept 2010

POLICY ON ACTION PROCESSING

Reference(s):

- a. JSM 5711.01 Series, "Joint Staff Correspondence Preparation"
- b. JSI 5711.01 Series, "Action Processing"

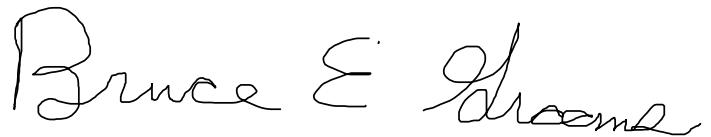
1. Purpose. This instruction establishes policy governing the development, staffing and approval of actions prepared by the Joint Staff.
2. Cancellation. CJCSI 5711.01B, 25 October 2003, "Policy on Action Processing," is canceled.
3. Applicability. This policy governs the activities of the Joint Staff and its relationship with the Services, combatant commands, and Defense agencies designated by the Secretary of Defense in developing Joint Staff actions. Documents relevant to this instruction but not referenced are CJCSI 5711.02 Series, "Delegation of Approval Authority" and JSM 5220.01 Series, "Joint Staff Information and Physical Programs Manual."
4. Policy. Joint Staff actions (other than staff-to-staff communications) will represent the position of the Chairman of the Joint Chiefs of Staff. An action may also represent the views of the other members of the Joint Chiefs of Staff. That fact will be reflected in the implementing document or staff action executive summary.
5. Definitions. None.
6. Responsibilities. See Enclosure.

7. Summary of Changes.

- a. Clarifies coordination timeliness.
- b. Addresses the Chairman's relationship with combatant commands regarding correspondence.
- c. Eases procedures for submitting "no equity" responses to the Joint Staff.
- d. Addresses procedures for processing "dual-addressed" correspondence.
- e. Includes the use of collaboration tools to enhance the staffing process.

8. Releasability. This instruction is approved for public release; distribution is unlimited. DOD components (to include the combatant commands), other Federal agencies, and the public may obtain copies of this instruction through the Internet from the CJCS Directives Home Page--
http://www.dtic.mil/cjcs_directives.

9. Effective Date. This instruction is effective upon receipt.



B. E. GROOMS
RADM, USN
Vice Director, Joint Staff

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ENCLOSURE

RESPONSIBILITIES AND PROCEDURES

1. Responsibilities

a. Chairman of the Joint Chiefs of Staff

(1) The Chairman of the Joint Chiefs of Staff convenes and presides over meetings of the Joint Chiefs of Staff. The Deputy Operations Deputies (DepOpsDepts) and the Operations Deputies (OpsDepts) are designated representatives of the Joint Chiefs of Staff at meetings of these joint councils. Regularly scheduled and special meetings of each of the joint councils will be held to:

(a) Address unresolved issues that are best resolved in a joint council as opposed to bilateral discussions.

(b) Review a proposed joint action of such significance that the issues should be addressed by a joint council.

(c) Discuss matters of significance among themselves and with U.S. government and foreign officials, including appropriate briefings and reports.

(2) The Chairman is also responsible for establishing the agenda for meetings of the joint councils; however, day-to-day authority is delegated to the Director, Joint Staff, for Joint Chiefs of Staff and OpsDepts meetings; and to the Vice Director, Joint Staff, for DepOpsDepts meetings.

b. J Directors. The Joint Staff directorates prepare actions supporting the Chairman of the Joint Chiefs of Staff in the following areas:

a. Presenting military advice to the President, the National Security Council (NS), the Homeland Security Council (HSC), and the Secretary of Defense.

b. Interacting with the NSC, HSC, and the interagency.

c. As directed by the Chairman, fulfilling the statutory responsibilities

of the other members of the Joint Chiefs of Staff.

d. Performing the day-to-day operations of the Joint Staff.

e. Establishing policies and procedures to support other responsibilities of the Chairman.

f. Responsible for ensuring that the procedures in this instruction are followed in developing Joint Staff actions. Detailed guidance is contained in reference a.

c. The Secretary, Joint Staff

(1) Reviews actions to ensure they conform to the procedures in this instruction.

(2) Develops instructions for implementing this policy and provides copies to the Services, combatant commands and Defense agencies.

2. Procedures. To be most useful to decision makers, Joint Staff actions must be coordinated with appropriate organizations. The extent of coordination will depend on the nature of the action, but coordination with the Services, combatant commands and Defense agencies will be sought on actions that impact the Services' plans or policies, combatant commands' strategies and readiness, or on which they have requested the opportunity to coordinate. Actions providing recommendations to the Secretary and Deputy Secretary of Defense may require coordination with the OSD staff or with the staff of other government agencies such as the Department of State.

a. Coordination Timeliness. Coordination between organizations should be accomplished in a manner that allows a reasonable opportunity for other members of the Joint Chiefs of Staff and to form advice or opinions and, at the same time, ensures that presentation of the Chairman's advice to the President, the NSC, HSC or the Secretary of Defense is not unduly delayed by reason of the submission of the individual advice or opinion of another member of the Joint Chiefs of Staff. When possible, organizations should allow no less than 10 working days for members of the Joint Chiefs of Staff and combatant commanders to provide an official position on an issue.

b. Principal Military Adviser -- Service Coordination. The Chairman is the principal military adviser to the President, NSC, HSC, and the Secretary of Defense. In carrying out his functions as principal military adviser, the Chairman will, as he considers appropriate, consult with and seek the advice of the other members of the Joint Chiefs of Staff. Unless impracticable, Service coordination will be sought for joint actions that will result in advice by the

Chairman to the President, NSC, HSC or the Secretary of Defense. Acting in their capacity as military advisers, the other members of the Joint Chiefs of Staff may elect to submit to the Chairman advice or opinions in disagreement with or in addition to the Chairman's advice for presentation at the same time the Chairman presents his views to the President, NSC, HSC, or the Secretary of Defense.

c. Service Planners -- Joint Staff Planners

(1) Under the Service OpsDeps and DepOpsDeps are groups of officers of the rank of Colonel/Captain known as Service Planners. The Planners support their respective Services, DepOpsDeps, OpsDeps, and Chiefs in the discharge of their statutory and assigned functions. The Service Planners are accredited to the Joint Staff to provide final coordination on joint matters for their respective Service Chiefs, OpsDeps, or DepOpsDeps.

(2) Joint Staff Planners meet with Service Planners to resolve issues as required and, as necessary, chair meetings to address issues of concern to the Joint Chiefs of Staff.

(3) Consistent with the provisions of subparagraph 2a above, Service Planner coordination will be requested even when coordination has been sought separately from the Service Secretaries by an originator, as is the case when a DOD directive or instruction is being updated.

d. Principal Military Adviser -- Combatant Command Coordination. The Chairman serves as the spokesperson for the commanders of the combatant commands, especially on the operational requirement of their commands. As such, the Chairman must be privy to communications in combatant command matters that are of interest to the President or the Secretary of Defense. Communications between the President or the Secretary of Defense (or their duly deputized alternates or successors) and combatant commanders shall be transmitted through the Chairman. Likewise, in carrying out his functions, duties and responsibilities, the Chairman may consult with and seek the advice of the combatant commanders as appropriate.

c. Final Coordination. Organizational positions (final coordination) will be sought at the planner level from the Services and at the O-6 level from other organizations. The planners and O-6s are the focal points for securing their organization's approval at the appropriate level. On some Joint Staff actions, the Services are also tasked and requested to respond through their Service Secretaries. While some Services may opt to provide comments through the Joint Staff, these actions are handled under the dual-tasked action process. For dual-tasked actions, ensure that the 136 has the following paragraph: "This is a dual-tasked action addressed to the Service Secretaries and the Joint

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Staff. The Services will respond through their respective Service Secretaries.” Then annotate the coordination box on the 136 with “copy provided.” If a Service still opts to provide a response through the Joint Staff as well as its Service Secretary, the 136 should indicate that the Service has provided comment and the input has been incorporated in the enclosed response (reference b). When final coordination has been accomplished, concurrence or nonconcurrence in the action represents the organization chief’s or commander’s views.

Although many are not O-6 officers, coordination from the Secretary of combatant commands is sufficient official coordination when responding to action coordination with a “No Equity” response. This business rule is only in effect provided that the Combat Command SJSs have been authorized to sign on behalf of their combatant command’s Chief of Staff. This enables these officers to provide official response on some administrative actions, expediting coordination response time.

d. Concurrence -- Nonconcurrence. Coordinating organizations are expected to concur or nonconcur in a timely manner during final coordination. Nonconcurrences require approval of the coordinating organization general/flag officer (G/FO) and should be accompanied by specific objections and supporting rationales. Suggested changes to the action that do not form the basis for a nonconcurrence may be submitted with both concurrences and nonconcurrences. However, these recommendations should be clearly distinguished from issues on which a nonconcurrence is based.

(1) Attempts to resolve nonconcurrences should take place first at the planner level. The directors of the Joint Staff directorates, interacting with the Service DepOpsDeps and appropriate G/FO officers in other organizations, should make every attempt to resolve nonconcurrences before presenting the action to the Director, Joint Staff.

(2) If the Chairman cannot resolve the nonconcurrence of another member of the Joint Chiefs of Staff on an action that provides advice to the President, NSC, HSC or the Secretary of Defense, such disagreement, if submitted in a timely manner, will be presented at the time the Chairman’s advice is presented to the President, the NSC, HSC or the Secretary of Defense. If the Chairman’s advice is provided in an implementing document, the substance of the disagreement will be included in the document.

e. Recoordination. Substantive changes made to an action by the Joint Staff following final coordination will be coordinated again with all concerned.

f. J-2. When the Joint Staff, J-2, develops the Joint Staff position on actions that affect DIA as a Defense agency, the position will be coordinated

with the appropriate Joint Staff Directorate and the Directorate for Strategic Plans and Policy, J-5, who will ensure Joint Staff equities are accommodated. Coordination with DIA will be accomplished by the Director of Intelligence, Joint Staff, J-2.

g. Urgent Coordination Requirement. When processing actions of unusual urgency, the Joint Staff will use the most expeditious means possible to coordinate with the appropriate organizations. However, time constraints do not remove the requirement to obtain final coordination at the planner level for the Services and at the O-6 level for other organizations. When actions are presented to approving officials and time limitations have precluded full coordination, this fact must be made known. In any event, the Services and other interested organizations will be informed of the action.

(2) Dual-Addressed Correspondence. Correspondence from external organizations may frequently be addressed to both the Secretary of Defense and the Chairman, Joint Chiefs of Staff. In this case, the Joint Staff will coordinate with the OSD Executive Secretary to confirm receipt of the correspondence and assuming the lead in assigning it for action. In many cases, OSD will either assign the lead to the Joint Staff or will require that the lead organization receive Joint Staff coordination.

h. Using “Chat” Tools. To facilitate communication between organizations actions, the Secretary, Joint Staff (SJS) established a chat room using the “Jabber” tool feature provided by the Defense Information Systems Agency (DISA) and hosted via Defense Connect Online. The “js_jointactionprocessing” room is used to facilitate the action process between the Joint Staff and external organizations, and is available to anyone who wants to monitor or contribute information. This room is actively monitored by some Secretary, Joint Staff personnel, Joint Staff Executive Assistants (at all levels), Service JACOs combatant command SJSs and Action Officers.

i. Document Security. All Joint Staff action packages must be conspicuously marked with the correct classification markings. Ensure that every document contains the appropriate level classification and portion markings for all attachments and content therein in accordance with JSM 5202.01A dated 1 October 1997.

3. Approval Authority. Approval/coordination in the name of the Chairman to organizations external to the Joint Staff may be provided by the Vice Chairman of the Joint Chiefs of Staff; Assistant to the Chairman of the Joint Chiefs of Staff; and the Director and Vice Director, Joint Staff. Additionally, approval authority is delegated to the J directors for certain actions stipulated in reference b.

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